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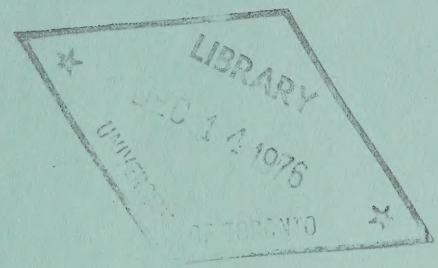
ONTARIO COUNCIL ON UNIVERSITY AFFAIRS

OPEN MEETING WITH WILFRID LAURIER UNIVERSITY

NOVEMBER 23, 1974

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Appendix "A" President's Opening Remarks and Supplement to Brief

ONTARIO COUNCIL ON UNIVERSITY AFFAIRS

MINUTES

4-0071 MEETING

OPEN MEETING WITH WILFRID LAURIER UNIVERSITY

LOCATION

McMaster University
Hamilton, Ontario

DATE AND TIME

November 23, 1974
1:30 p.m.

4-0072 ATTENDANCE

OCUA MEMBERS

J. S. Dupré

W. E. Bagnall

W. A. Goyan

M. A. B. Bush

D. G. Hill

J. J. Deutsch

T. R. Léger

A. D'Iorio

A. L. McCallion

P. D. Fleck

J. F. Mustard

J. D. Fisher

M. F. Orange

R. Gerstein

R. P. Riggan

T. Giesbrecht

H. H. Walker

L. Good

J. R. Yarnell

OCUA STAFF

J. P. Venton
Executive Secretary

N. E. Simmons
Associate Secretary

MCU (Observer)

B. A. Wilson
Assistant Deputy Minister

WILFRID LAURIER UNIVERSITY DELEGATION

Dr. N. H. Tayler
Acting President

Dr. G. Vallillee
Dean of Arts and Science

Dr. M. D. Stewart
Dean of School of Business
and Economics

Dr. J. Melichercik
Acting Dean, Faculty of
Social Work

Dr. N. Wagner
Dean, Faculty of Graduate Studies

Mr. H. Dueck
Registrar

Dr. R. Muncaster
Chairman
Department of Geography

Dr. F. J. Turner
Acting Vice-President: Academic

Dr. K. Bongart
Executive Assistant to the
President

4-0073 OPENING REMARKS

The opening statement of the Acting President and a supplement to the Wilfrid Laurier brief are attached to these Minutes as Appendix "A". In addition to matters dealt with in depth in the University's brief, and the supplement thereto, subsequent discussion focused on the following:

4-0074 PROGRAMMES

(i) Social Work

The increasing financial pressure on clinical teaching in Social Work, exacerbated by decreased public support of social welfare agencies, was described in detail. Although the Social Work student weight had been increased on the recommendation of CUA, it was felt that the financial difficulties encountered in this area had been aggravated both by the cessation of National Health and Welfare support for social work and by inflation. The delegation agreed to provide supplementary data on private and public agencies involved in the field work programme.

(ii) Master of Business Administration

The delegation described Wilfrid Laurier's MBA programme which had first been proposed in 1970, currently had an enrolment of 60 students, and for which the University anticipated a considerable increase in demand.

(iii) Classics

In response to a query Council learned that although only 2 to 3 students entered the Honours Classics programme each year it was found to be economically viable because courses extended into other areas such as Mythology, Classical Art and History.

(iv) Grade 12 Entrants

Wilfrid Laurier's programme for Grade 12 entrants differed from that at Brock University in that interested secondary school students applied independently for admission and were selected essentially on the basis of

a grade 12 average of 80% or better. Students entering the programme were required to achieve an average of B+ in two regular first year summer courses before entering the mainstream. Formula support for students in this programme during the first full year of courses had not yet received approval although CUA had made a previous recommendation to this effect.

(v) Co-operative Programmes with the University of Waterloo

The delegation described various interactive endeavours with their neighbouring University including cross-teaching, carried out at a rate of \$200 per student. Library services were heavily integrated with students from either University being allowed to use the other's library facilities. However, library acquisitions were not coordinated. As well, although the University of Waterloo had a large computer installation, Wilfrid Laurier had found it necessary to establish its own computer facility in order to improve student service and to allow for faster turnaround.

4-0075 EXTENSION PROGRAMMES AND COMMUNITY SERVICES

During the course of the hearing the delegation made reference to certain community services and extension programmes such as the summer small business consulting programme supported primarily by the Ministry of Tourism and an off-campus centre in Orillia which had offered extension courses for 10 years primarily to secondary school teachers. With regard to the latter it was noted that the University had some interest in cementing its ties with the Orillia community through the establishment of a satellite college in that area.

The delegation also made reference to faculty and student involvement on an individual basis in projects pertaining to newly visible minority groups in the Kitchener-Waterloo area.

4-0076 OPERATING FINANCES

Council learned that 57.6% of Wilfrid Laurier faculty held tenure

and that most new faculty entered the tenure stream. The University had not experienced the age distribution problems encountered at other institutions but was mindful of the situation and in hiring attempted to secure experienced individuals of all ages. The delegation reported that 88% of the faculty were Canadian and 13% were women. The need for additional faculty in Social Work, Business and Economics, and Arts and Science was stressed.

Part-time teaching was carried out primarily on an overload basis or through the retention of individuals on a per course stipend basis. Concern was expressed at the current method of calculating the full-time equivalence of part-time faculty in that it was felt this created an unfavorable and unrealistic impression of staff:student ratios. An alternative method of carrying out this calculation on a full-course load basis (e.g. 1 FTE = 3 courses) was suggested.

4-0077 REQUEST FOR A SUPPLEMENTARY GRANT

Following a discussion of a range of criteria for supplementary grants, which had been suggested by various groups, the delegation agreed to submit to Council in the near future details of the University's requirements for supplementary support and appropriate criteria to be considered.

4-0078 CAPITAL PRIORITIES

The delegation gave clear priority to Wilfrid Laurier's requirements for new facilities to house Social Work and Business Administration.


4-0079 RESIDENCES

In a discussion of student accommodation Council learned that Wilfrid Laurier operated its student residences on a break-even basis and that these facilities were filled close to their capacity. The delegation agreed to provide further information concerning comparative costs of accommodation in the Kitchener-Waterloo community.

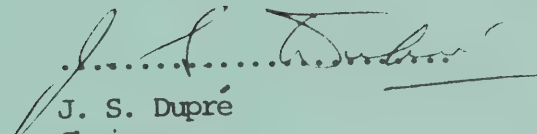
4-0080

WILFRID LAURIER UNIVERSITY PRESS

A member of the delegation described in detail the University's newly-established publishing enterprise, stressing in particular cost-saving innovations which had been achieved.


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N. E. Simmons
Associate Secretary


.....
J. S. Dupré
Chairman

Mr. Chairman:

You have informed me that I am permitted an opening statement somewhat distinct from our official brief, so I would like to take the opportunity to stress the following points:

Our history, going back to 1911, has been one of difficulty and shortages, largely due to a church affiliation. Therefore, when the government accepted our request to become a provincially-assisted university and enacted Bill 178 creating Wilfrid Laurier University as a free-standing institution, we were given an opportunity to prove our value. In changing our status, we committed ourselves to the Ministry of Colleges and Universities to follow a program of development carefully worked out by our academic planning committees and accepted by the Government. Included in this program were two basic actions: first, a reduction in the student/faculty ratio -- we complied in phase one by hiring 22 additional faculty for this year, reducing the faculty/student ratio from 1/21.5 to 1/18.1; in phase two July 1, 1975, we plan to add a further 22 which will reduce the ratio to 1/16.5; in phase three we expect to add another 20 for July 1, 1976, but that number will be very dependent upon the rate of inflationary erosion and the future value of the B.I.U.; secondly, to upgrade our library which we did by increasing the library acquisitions budget from \$275,000 to \$450,000 and by increasing the total library budget from \$613,116 to \$1,025,000 (a 63% increase). We undertook these actions under the condition that we use \$3,100,000 of our operating grant for 1973-74 to reimburse the Lutheran Church for its interests in Waterloo Lutheran University. I would like to point out, Mr. Chairman, that no other

University in Ontario gained provincial status under this condition. We have fulfilled our commitments to date; we look for fair treatment in future to let us continue to develop our plans.

To do this, we have three fundamental concerns -- the first is protection from inflation, which is a common problem to all in Canada but which can clearly prevent fulfillment of our commitments.

The second is capital funding. Having been church-related we have never received capital assistance. As a result, we had to build at minimal costs and today find ourselves handicapped by this past restraint. As the space study will show, we are below the provincial entitlement and also in need of conversion of space in a number of our existing structures. As I have said, we were asked to and have added ^{to our} 22 faculty members, together with 16 additional support staff. This has greatly compounded the space problem both for offices and for rooms in which to teach. If we are able to add 22 more faculty next July, we will be faced with how to put two gallons of wine into a one-gallon jug; we must expand but we have no suitable accommodation. This year we took over half a residence for offices and next year we will probably have to take over the remainder, but this is at the expense of student accommodation in a space short community. I, therefore, urge upon this committee consideration of this problem and I further suggest that W.L.U. be given priority on available funds in order to bring our space to our entitlement, i.e. to give us what the other provincially-assisted universities have already had. To do this, I intend to make

application to the Capital Support Branch of the Ministry for capital funds for a professional building in the near future.

To date we have not asked for cyclical renewal funds because we are so desperately in need of a new professional teaching building for Business & Economics and Social Work. We understand that the more money that goes into cyclical renewal the less there will be for urgent and legitimate new projects. It is true we need cyclical renewal funds, but they are clearly a lower priority. We are presently working with the Architectural Services Branch of the Ministry in Toronto preparing a request. We need as a priority \$4,500,000 for about 73,000 gross square feet which is 43,000 net assignable square feet. Such accommodation would provide direct immeasurable relief in these two faculties and indirect relief for the Faculty of Arts & Science. This would permit us to terminate the current rental of 50,000 square feet in portables and the Seminary building.

The third concern is the matter of compensatory grants. It is true that at the present time we have a balanced budget. However, on the basis of three factors, the number of undergraduate students that we have, the proportion of graduate to undergraduate (6.8%), and the size of the University (under 6,000), we believe that we have an honest claim to bring our support up to the level achieved by other provincially-assisted universities with similar problems. We, therefore, hope that there will be an equitable distribution of whatever funds are available.

It is, therefore, my intention to apply to the ^{Council} Ministry for compensatory

grants and it is my hope that this Council will support the application. Our situation is clearly analogous to others receiving the grants at the present time and we are well aware of what we are entitled to request.

Mr. Chairman, there are other areas of concern I would like to speak to.

Some eleven years ago, Wilfrid Laurier instituted a special program for Grade XII students with 80% standing. This was done with the encouragement of the Ministry of University Affairs. Students took two courses in summer session for which they gained degree credit. With a B+ average they were permitted to continue full-time in the fall and with an A average they received a scholarship. Over the years we have had an enrolment ranging from 54 to 95 this year, an average of about 70 per year. These have always been very fine students from many high schools in the province who have made a good contribution to student life. Many have successfully completed honors programs and gone on to graduate work in other universities and at W.L.U. In many cases, students were turned against further high school studies not being attracted to Grade XIII programs. These might well have dropped out of the educational world had it not been for this opportunity. We, therefore, believe we have demonstrated that carefully selected students can do university work profitably after Grade XII and, further, that we have helped a large number of young people in their educational programs. As we have always declared them as Grade XII students, we have not been permitted to claim grants for them until they entered the second year. I believe this is not right as the government would not be paying a double grant, that is, to both high school and university, at the same time. Nor did we lure a high percentage of high school students from

their schools as I am convinced that most were seeking a way of leaving high school. As it costs just as much to educate these students, I believe we should be permitted to count them for grant purposes, and I urge this Committee so to recommend.

I would now like to call on Dr. Turner to speak to the problem of field teachers in Social Work followed by Dr. Stewart on our proposed M.B.A. program. I would then like to close our oral presentation with a reference to our Pro-Forma Budget summaries for 1975-76.

Mr. Chairman, during the preparation of this statement, certain events have taken place which radically affect our plans. If the value of the B.I.U. for 1975-76 is indeed increased by 7.4% to \$2,100 we will be unable to carry out our plans without incurring a deficit of about \$580,000. We have, therefore, chosen to cut back our program of development by 50% and make other changes that will still give us some progress and at the same time a balanced budget. At this point I want to stress our recommendation that the traditional formula financing procedure be continued. I would like to distribute these pro-forma Budget Summaries for 1975-76 and ask Dr. Stewart to explain them.

WILFRID LAURIER UNIVERSITY
SUPPLEMENT TO THE BRIEF TO THE
ONTARIO COUNCIL ON UNIVERSITY AFFAIRS

PRO FORMA BUDGET SUMMARIES FOR 1975-76

Introduction

Wilfrid Laurier University is in the process of implementing a five year Academic Development Program in accordance with plans presented to the Ministry of Colleges and Universities upon obtaining Provincially Assisted status, and 100% government operating grants (increased from 50% grants received as a church-related university).

1974-75 is the first year of operating at 100% government grants. Specific Development Program changes are noted as follows:

- (a) Additions to faculty 22 positions
Faculty/student ratio: F.F.T.E./F.T.E. (Intramural) 1/13.3
F.F.T.E./F.T.E. (total incl.
Extension and Summer Session) 1/18.1
- (b) Additions to academic support staff 16 positions
- (c) Library budget increased from \$613,116 to \$1,025,000 (63%)
- (d) Assisted Research Budget increased from \$20,000 to \$150,000
- (e) A special non-recurring budget item provided for the change in Faculty Contract date, (from September 1 to July 1) at a contractual pay-out cost of \$420,000

The University faces the common financial dilemma in implementing further major academic improvements. The attached operating budget estimates illustrate the immediate problem to be faced in cut-backs for 1975-76, and indicates that compensatory grants will certainly be required in the future.

Exhibit A - shows that a BIU value of \$2,259 would be required to finance the program as planned for 1975-76

Exhibit B - illustrates the extent of cut-backs in the academic improvement plans which will be necessary to produce the balanced budget traditionally required by the Board of Governors.

	Revised Budget <u>1974-75</u> \$000	Increase in <u>1975-76</u> \$000	1975-76 <u>Costs</u> \$000
Estimated Operating Income	12,906		
Approved Operating Expense Budget	<u>12,483</u>		12,483
	423		
Transfer to Program and Campus Development Fund Reserve	<u>400</u>		
Net Budget Surplus	<u><u>23</u></u>		
1. Wage and salary adjustments for support staff		350	
2. Salary increases for faculty and administrative staff		895	
3. Cost of additional faculty appointments (22)		489	
4. Cost of additional support staff (9)		90	
5. Rate adjustments for graduate students		15	
6. Cost of fringe benefit improvement		38	
7. Net cost increase in expanded computer service		85	
8. Increase in library book purchases and services		400	
9. Cost increases, supplies, services and travel		175	
10. Further increases in hydro, gas and oil rates		82	
11. Additional equipment and furnishings		<u>105</u>	
		2,724	
Less: Special costs incurred in 1974-75 budget; non-recurring in 1975-76		<u>(575)</u>	<u>2,149</u>
Total Estimated Costs in 1975-76			14,632
Estimated 1975-76 Operating Income - assuming no increase			<u>12,906</u>
Additional Income Needed for Balanced Budget			<u><u>1,726</u></u>
Based on a projection of 5,675.8 BIU's, the added value needed is $\$1,726,000 \div 5,675.8 =$			\$ 304
Add 1974-75 BIU value			<u>1,955</u>
B.I.U. Required			<u><u>\$ 2,259</u></u>
Percentage Increase			15.5%

	Revised Budget 1974-75 \$000	Increase in 1975-76 \$000	1975-76 Costs \$000
Estimated Operating Income	12,906		
Approved Operating Expense Budget	<u>12,483</u>		12,483
	423		
Transfer to Program and Campus Development Fund Reserve	<u>400</u>		
Net Budget Surplus	<u><u>23</u></u>		
1. Wage and salary adjustments for support staff		300	
2. Salary increases for faculty and administrative staff		777	
3. Cost of additional faculty appointments (11)		242	
4. Cost of additional support staff (2)		20	
5. Rate adjustments for graduate students		15	
6. Cost of fringe benefit improvements		38	
7. Net cost increase in expanded computer service		85	
8. Increase in library book purchases and services		100	
9. Cost increases in supplies, services and travel		145	
10. Further increases in hydro, gas and oil rates		82	
11. Additional equipment and furnishings		105	
12. Contingency		<u>225</u>	
		2,134	
Less: Special costs incurred in 1974-75 budget; non-recurring in 1975-76		<u>(575)</u>	<u>1,559</u>
Total Estimated Costs in 1975-76			14,042
Estimated 1975-76 Operating Income - assuming no increase			<u>12,906</u>
Additional Income Needed for Balance Budget			<u><u>1,136</u></u>
Estimated increase in Formula Grant for 1975-76 based on a projection of 5,675.8 BIU's at \$2,100			<u><u>1,146</u></u>

